

Management Response Matrix

Evaluation title/year: *Final Evaluation of the EU-IOM Joint Initiative for migrant protection and reintegration in the Horn of Africa, 2023*

Person or entity responsible for completing the management follow-up response matrix:

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Overall comment on evaluation process: *The EU-IOM Joint Initiative final evaluation exercise results have been well received and the recommendations outlined below have been accepted or partially accepted in instances when they go beyond the scope of the project.*

[Responses in the following pages]

Evaluation recommendation 1:

Enhance efforts with national, regional, and local stakeholders to build capacity and ownership (while continuing provision of funding).

Recommendation to:

IOM staff in the Horn of Africa (e.g. Nairobi RO) who are involved in the design of JI-HoA follow-up programmes: project management; senior management; project implementation and oversight bodies such as a project steering committee, donors or IOM Headquarters.

Priority level (1 to 3):

2
This requires a continuous effort integrated in future programmes.

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>This recommendation will be considered during the development of any relevant future project or programme in the Horn of Africa.</i>	<i>Continuous effort over the next five years</i>	<i>RO Nairobi, PXD RTS, RSU.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).</i>
<i>Engage meaningfully with the relevant stakeholders of the MPRR programme, while operating within the constraints of a reduced budget for capacity building.</i>	<i>Continuous effort over the next two years</i>	<i>MPRR Country Offices with the support of the MPRR Central Management Team</i>		
<i>Conduct a capacity needs assessment of MRP partners to identify areas for improvement and utilize the results to enhance the partners' capabilities in those specific areas.</i>	<i>Continuous effort over the next year</i>	<i>MRP Coordinator and Team</i>		

Evaluation recommendation 2:

Strengthen community-based reintegration efforts to address drivers of irregular migration and provide economic opportunities that reduce the necessity to migrate.

Recommendation to:

IOM staff in the Horn of Africa (e.g. Nairobi RO) who are involved in the design of JI-HoA follow-up programmes: project management; senior management; project implementation and oversight bodies such as a project steering committee, donors or IOM Headquarters.

Priority level (1 to 3):

1
This requires immediate effort to ensure the continuation of efforts to address drivers of irregular migration

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>Define an area-based programming framework in the EHoA region inclusive of strategic guidelines for CBR (objectives, priority areas of interventions, target population and type of activities), building also on the results of the Community-based Planning framework pilot implemented in Ethiopia by the COMPASS programme.</i>	<i>Continuous effort over the next five years</i>	<i>PXD RTS and other relevant RTSs</i>	<i>Conditional on the reception of dedicated funding.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).</i>
<i>Use Migrant Response Plan (MRP) to advocate with donors for the funding of Community Based Interventions, including for Migrant Protection and Reintegration and engage MRP partners to increase focus on community-based interventions in their programming.</i>	<i>Continuous effort within the next five years</i>	<i>MRP Team</i>		
<i>Support the rollout of the Community-based Planning framework to strengthen participatory and inclusive programming at the institutional level.</i>	<i>Continuous effort within the next five years</i>	<i>HQ RR Unit, HQ Protection Division</i>		

Evaluation recommendation 3:

Increase attention on building partnerships with service providers who can function without (significant) funding channelled by IOM.

Recommendation to:

IOM staff in the Horn of Africa (e.g. Nairobi RO) who are involved in strategic partnerships and regional cooperation: senior management; project implementation and staff involved in regional coordination meetings.

Priority level (1 to 3):

2
This requires a continuous effort integrated in future programmes.

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<p>This recommendation will be implemented within the scope of the MPRR programme, however considering the following constraints:</p> <p>i) the limited availability of partners with funding capacity in the relevant programme locations and expertise in the relevant thematic areas and beneficiary groups targeted;</p> <p>ii) the limited resources allocated to capacity building initiatives under the MPRR programme.</p>	Continuous effort over the next five years	MPRR Country Offices with the support of the MPRR Central Management Team	Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.	Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).
Use MRP framework to further strengthen partnerships at regional and country level that can lead to better complementarity of programming and enhanced referral partnerships	Continuous effort over the next five years	MRP Coordination		
Advocate with donors on the need of strengthening the capacity of partners in different ways, to make this recommendation actionable (see also response to recommendation #1). This can be done through advocacy actions (e.g. meetings, events) as well as the preparation of papers or briefs on how partnerships can be made less dependent on funding from IOM through capacity development.	Continuous effort over the next five years	PXD RTS and other relevant RTSS, MRP Coordination, HQ RR,		

Evaluation recommendation 4:

Explore opportunities for the continued (co-)funding of key, effective, and relevant activities in line with those supported under the JI-HOA. These activities include direct and specialized assistance in transit, including AVR assistance for migrants along all key migration routes from the HOA (including the Eastern, Southern, and Northern Route), an integrated approach to reintegration (individual reintegration support, CBR projects, structural level interventions) as well as support to the Regional Data Hub.

Recommendation to:

IOM staff in the Horn of Africa (e.g. Nairobi RO), senior management involved in strategic partnerships and regional cooperation, and donor cooperation; IOM HQ and IOM Brussels staff in charge of donor cooperation.

Priority level (1 to 3):

1
This requires immediate effort to ensure the safety of persons currently in migration and in need of assistance

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
Use Migrant Response Plan (MRP) to advocate with donors and partners for the integrity of the integrated approach to reintegration and funding for a comprehensive Migrant Protection and Reintegration Assistance in the Horn of Africa, complementary to the MPRR	Continuous effort over the next five years	MRP Team with the support of RCU and RO Senior Management	Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.	Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).
Use the recently finalized Southern Route research conducted by the RDH to give more visibility to the Southern Route	Within the next six months	MPR Team in coordination with RDH, RSU, and PXD RTS		
Advocate for Capacity Building and Community Based Reintegration to be included into individual return and reintegration initiatives to avoid piecemeal funding. Beyond advocacy efforts this can include also updating existing guidance on the Integrated Approach to Reintegration and/or preparing additional guidance or LTTs to clarify the institutional stance on this issue.	Continuous efforts over the next one to two years	HQ RR Unit	Conditional on the reception of dedicated funding.	

Evaluation recommendation 5:

Explore opportunities to extend the scope of support provided to returnees, with a focus on longer-term integration.

Recommendation to:

Project management; project implementation; project steering committees.

Priority level (1 to 3):

2

This is less urgent and can be explored over the next years.

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>This recommendation will be considered as part of the follow up to recommendations #1, #2 and #3, ensuring that partnerships and CBR initiatives allow to extend the scope of the support provided, improving also long-term sustainability.</i>	Continuous effort within the next five years	PXD RTS, MRP Team, MPRR Central Management Unit	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).</i>
<i>Future reintegration initiative broaden the scope of reintegration assistance, also introducing innovative services and different delivery modalities. Linking to recommendation #7, these innovations are object of rigorous assessment to gauge their impact on reintegration outcomes and wellbeing.</i>	Continuous effort within the next five years	MPRR Central Management Unit, MRP Team, HQ RR.	Conditional on the reception of dedicated funding.	
<i>Target in future research initiatives undertaken in the EHoA region topical issues around the determinants of long-term reintegration outcomes, debt reduction strategies and microbusiness performance, including the development of strengthened sectorial guidance for returnees engaging in specific sectors (e.g. agriculture).</i>	Continuous effort within the next three years	RDH, PXD RTS, MRP Team, MPRR Central Management Unit, HQ PXD Data and Research Unit.	Conditional on the reception of dedicated funding.	

Evaluation recommendation 6:

Continue supporting and strengthening safe, humane, and orderly migration pathways, by providing direct support to migrants in distress, and engaging and building the capacities of key stakeholders involved in the process.

Recommendation to:

IOM staff in the Horn of Africa (e.g. Nairobi RO), senior management involved in strategic partnerships and regional cooperation, and donor cooperation; IOM HQ and IOM Brussels staff in charge of donor cooperation.

Priority level (1 to 3):
1

This requires immediate effort to ensure the safety of persons currently in migration and in need of assistance

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>The MPRR programme will provide direct support to migrants in distress and coordinate with relevant stakeholders in the EHoA region, but this support will be limited to the Northern Route. The MRP programme will seek to fill the immediate gap in protection, return and reintegration along the Eastern route, focusing on the mobilisation of funding for these activities.</i>	<i>Continuous efforts within the next two years</i>	<i>MRP Team, MPRR Country Offices with the Support of the MPRR Central Management Team</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. At this time, insert comments and/or description of the action taken.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).</i>
<i>Organize an inter-state dialogue for the countries located along the Eastern Route to facilitate safe labour migration pathways and reduce incidence of irregular pathways; alongside ongoing efforts of LMI unit on BLAs etc.</i>	<i>Continuous efforts within the next year</i>	<i>RO Nairobi LMI Unit and PXD RTS, in coordination with the MRP team and other relevant Regional Thematic Expert and support of Senior Management</i>		

Evaluation recommendation 7:

Build on the results of the IMPACT evaluation conducted under the JI-HoA by continuing to test and adjust the tools to measure reintegration sustainability and by conducting additional impact evaluations on key elements of AVRR

Recommendation to:

Project management; senior management; project implementation bodies.

Priority level (1 to 3):

2

This should be explored within the scope of future programming and therefore becomes a priority when new interventions are designed and implemented.

Management response (Accept/Partially Accept/Reject)

Accepted

Key action	Time frame or deadline	Responsible individual or unit(s)	Implementation monitoring	
			Comments or action taken	Status
<i>Conduct an Impact Evaluation under the MPRR programme, conditionally to the reception of complementary external funding for it.</i>	<i>Continuous effort over the next five years</i>	<i>MPRR Central Management Team</i>	<i>Conditional on the reception of dedicated funding.</i>	<i>Do not complete this column when you are first preparing the matrix. Complete the column when following up and monitoring the implementation of the action. Indicate the status of the activity (choose from: initiated; not initiated; completed; or no longer applicable).</i>
<i>Revise the Institutional Reintegration Sustainability Survey and Index, utilising the analysis presented in the IMPACT Study Report #4. This is subject to the availability of funding for this activity.</i>	<i>Continuous effort over the next year</i>	<i>HQ PXD Data and Research Team, HQ RR</i>	<i>Conditional on the reception of dedicated funding.</i>	